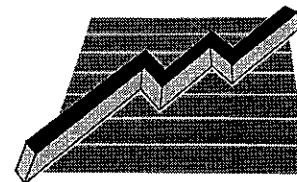


MARK 100, LLC  
Complete Consulting for the Casino/Hospitality/ Service Industries



**March 22, 2010**

Ms. Eileen Morris  
Purchasing Manager  
City of Rockville  
Purchasing Division  
111 Maryland Avenue  
Rockville, MD 20850

Re: Request For Information #36-10

Dear Ms. Morris:

The attached information is provided in response to your Request for Information (RFI) No. 36-10. **MARK 100, LLC** has the expertise to provide full business management services for the City of Rockville, MD as outlined as "critical goals and challenges" set forth in the RFI. The information contained in this Statement of Intent or any part thereof, including other documents delivered or to be delivered to the City of Rockville, is true, accurate, and complete. This Statement of Intent includes all information necessary to ensure that the statements therein do not in whole or in part mislead the city of Rockville as to any material fact.

**MARK 100, LLC**

By: Rob Coyne

Printed Name: Rob Coyne

Title: President

MARK 100, LLC  
Complete Consulting for the Casino/Hospitality/ Service Industries

**Addendum A**

In 2003 American Golf Corporation, the world's largest golf course management company contracted MARK 100 to assist them in what they put "wrap their arms around Jell-o." The charge was to assist American Golf reduce labor, devise a consistent format for budgeting 220 different golf course operations, and to install operational process improvements in an effort to improve the top and bottom lines.

MARK 100 visited over 40 different golf course operations throughout the United States. Through those visits and interviews with department heads and employees MARK 100 gained full working knowledge of golf operations. The diversity of courses visited ranged from small and large public courses to plush private courses. Services offered ranged from simple and small retail operations to large and elaborate pro shops; and basic hot dog and sandwich stands to 4 star dining.

The contract between MARK 100 and American Golf Corporation began in 2003 and closed in 2007. During that period MARK 100 recommended several process improvements that, in turn both improved top line sales and controlled costs and expenses that saved American Golf several million dollars. MARK 100 also devised staffing parameters based on volume indicators that increased savings dramatically. Implementation of those changes, combined with a unified and logical budgeting system resulted in American Golf Corporation improving sales as well as radically improving bottom line contribution.

**"MARK 100 provided American Golf with the expertise, techniques and tools necessary to quickly attack our labor savings opportunity." Executives of American Golf Corporation (the world's largest golf course management company), Santa Monica, CA**

## MARK 100, LLC

Complete Consulting for the Casino/Hospitality/ Service Industries

**Addendum B**

The President of MARK 100, LLC, Rob Coyne, served 3 years (1997-2000) as Vice President of Operations for the Resort Division of Xanterra Parks and Resorts (at the time known as Amfac Parks and Resorts).

During Mr. Coyne's tenure at Xanterra he was fully responsible for 14 full service properties. Of those properties, 12 of them were state owned properties. And, of those 12 properties, 3 of them were North Georgia Mountain Authority properties. The other properties he was responsible for were 8 full service properties and 2 marina operations owned by the state of Ohio, and 1 property each owned by the state of New York, the Arbor Day Foundation in Nebraska, and one privately owned and located in Death Valley National Park in California.

The Ohio Department of Natural Resources properties:

- Each Ohio State Park resort lodge offers a full-service dining room and lounge.
- Each resort lodge offers both indoor and outdoor pools. Most locations also offer hot tubs or saunas, along with fitness rooms.
- Each resort lodge offers wireless Internet access for a fee.
- ***Golf courses are offered at Deer Creek, Hueston Woods, Maumee Bay, Punderson, Salt Fork and Shawnee. Public golf courses are available nearby at Burr Oak, Geneva and Mohican.***
- Most resort lodges overlook a large recreation lake, and offer a marina with boat rentals. Geneva and Maumee Bay overlook Lake Erie, and Shawnee overlooks the Ohio River.
- Each resort lodge offers special events and special packages. Most locations also offer special programs for families and children.
- Each resort lodge offers complete conference facilities, including catering. The lodges also host family gatherings, receptions, retreats and reunions.

The New York property:

- Gideon Putnam Resort and Spa features a restaurant, serving breakfast, lunch, dinner, and Sunday brunch.
- The property provides room service during limited hours.
- The full-service spa features massage and treatment rooms, facial treatments, body treatments, and beauty services.
- In addition to a golf course, Gideon Putnam Resort And Spa provides a steam room, a fitness facility, a seasonal outdoor pool, and a pool.
- Business-related amenities include complimentary high-speed (wired) Internet access, a 24-hour business center, and technology support staff.
- Meeting and conference facilities measuring 12000 square feet include conference rooms, a ballroom, exhibit space, and banquet facilities.
- Transportation options include a complimentary area shuttle within 10 miles as well as a train station pick-up service.
- Gideon Putnam Resort and Spa also offers a bar/lounge, spa services, and a coffee shop/café.

## MARK 100, LLC

Complete Consulting for the Casino/Hospitality/ Service Industries

## The Arbor Day Foundation property:

- 144 guest rooms
- 14,000 square feet of meeting space
- Award-winning full service dining
- A unique, naturally-inspiring setting with year-round beauty
- Spa, Olympic-sized indoor pool, Fitness Center, Jacuzzi and sauna
- Timber Dining Room - open daily for breakfast, lunch, and dinner
- Library Lounge - serving cocktails and appetizers
- WiFi in the lobby and on the conference level
- Won the American Hotel & Motel Association's prestigious Enviro-Management Award for "developing a culture of integrating environmental management practices that improve everyday operations and the bottom line, while maintaining quality service and meeting guest expectations"
- Walking trails, jogging, and nearby golf are available for relaxation.
- The conference center features state of the art audio-visual equipment and service with teleconferencing capabilities, computer hookups, meeting rooms with individual HVAC controls, high fidelity audio systems, and in-house mechanical and electrical support.

## The California property:

- This is one resort with two hotels - the historic, 4-diamond, 66 room Inn at Furnace Creek and the more family oriented 224 room Ranch at Furnace Creek.
- ***An oasis 18-hole golf course (the world's lowest course at 214 feet below sea level)***
- Four restaurants, a saloon, a cocktail lounge
- Retail outlets
- Borax Museum
- Spring-fed swimming pools
- Tennis courts
- Horseback riding
- Horse-drawn carriage rides
- Children's playground
- Massage therapy
- 3,000 foot airstrip
- Service station
- Conference and banquet facilities for 10 - 120.

Mr. Coyne's involvement in these properties, although short in length had major impact in all properties' financial and operational results. Revenue increased while major expenditures decreased, thus increasing overall profitability.

**MARK 100, LLC**

Complete Consulting for the Casino/Hospitality Industry

**WHO WE ARE**

Established in 1995, **MARK 100** has worked with clients to improve the way they do business. We believe that sustained improvement can best be achieved if we stay with the client through the implementation of the systems and recommendations.

Over the past 15 years our staff has consulted for many client companies including the American Golf Corporation (the world's largest golf course management company), Coughatta Casino Resort, Jackson Rancheria Casino/Hotel, Shooting Star Casino/Hotel, Isle of Capri Casinos, Barden Gaming, Belterra Casino, Penn National Gaming, Sheraton Casinos, Trump Casinos, Grand Canyon National Park Lodges, Marriott Hotels, Hyatt Hotels, Westin Hotels, the Brown Palace Hotel, the Pfister Hotel, Holiday Inn Hotels, Days Inn Hotels, and Finley's American Restaurants.

From strategic consulting to organizational performance management, process improvement, change management and operations audits, **we are serious about helping you to improve the way you do business.** Our consultants work with our clients to find better ways to manage their business. We take a practical hands-on approach to improving performance in all aspects of operations. Our approach is successful because we go beyond the symptoms to address the root causes affecting performance.

**MARK 100** ensures that our clients get hands-on implementation and that they are trained to utilize the tools required to create true change. We work with management, supervisory, and hourly staff to create systems that are workable and relevant to all management, supervisory, and hourly staff levels. We also work directly with management in conducting Employee and Guest Surveys. **We expand our clients' culture while improving their bottom lines.**

**MARK 100, LLC**

Complete Consulting for the Casino/Hospitality Industry

At **MARK 100** our consultants work very independently. They execute our processes and methodologies, but also apply their own business knowledge, analytical abilities, leadership, interpersonal skills, and good judgment. It is through their presence, conduct, and achievements that the lasting impression is created that **MARK 100** does whatever it takes to achieve outstanding, measurable, and sustainable results.

- ✱ **MARK 100's** commitment is to identify areas of improvement and to develop, implement, and perpetuate effective cost savings and quality improvement systems.
- ✱ **MARK 100** is committed to ensuring that our clients receive measurable value for the investment they make in our services and, in essence, their organizations.
- ✱ **MARK 100** offers custom solutions that give full recognition to a company's unique needs and goals.



## **WHAT WE ARE**

**MARK 100, LLC** is a Process Flow Analysis company, a Logistics company; we analyze the Who, What, Where, When, How and, most critically, the **WHY** behind operations, systems, policies and procedures.

We have the expertise and the resources to assist our clients in making their organizations more productive and effectively to reduce expenses. Our understanding of executive and individual motivations enables us to create real, workable consulting solutions to operating problems.

1. We are experts in Process Flow and Labor Management.
2. We have the bona fides to be heard; we have a client list to support our claims.
3. We have saved our clients millions of dollars.

Our systems streamline workflow through:

1. Close-in forecasting.
2. Realistic, achievable productivity standards.
3. Precise staff and activity schedules.
4. Continuous monitoring of backlog levels and throughput cycle times.
5. Labor reduction strategies.

We bring objectivity and an experienced detachment to the problems faced by the organization. Our views and opinions are unbiased. We possess special knowledge and skills; we act as catalysts, accelerating the changes needed to enable the organization to operate more productively.

## MARK 100, LLC

Complete Consulting for the Casino/Hospitality Industry

We bring years of forecasting, standards development, scheduling, reporting, and intelligent system design expertise to every operation. We identify and quantify those activities that can be improved and possibly even eliminated. We streamline the process flow, in part by identifying and resolving bottlenecks and also by eliminating duplication and, ultimately, we design and implement systems that increase accuracy and that control performance. These systems significantly reduce costs while simultaneously ***improving service levels*** by reducing backlogs and throughput times.

We are a tool, an instrument for change. We are effective learners. We strive to understand the organization's culture; why things are done the way they are, *when* they are done and, especially, why the staff *believes* they are doing it at all...what is the purpose of each major activity, of each defining process?

Although our history has been as consultants to For Profit organizations, we have the resilience to cross over to Not For Profit clients... our skills and methodologies are relevant, transferable, and applicable to both types of organizations; both are trying to accomplish goals through an intelligent approach to improving individual performance and to streamlining process flow. In the private sector, typically the financial impact has been the reduction process, labor (and related) costs by a minimum of 5 percent, which represents a typical minimum ROI in our services of 5 times.



## **WHAT WE BELIEVE**

1. The basic premise of any public agency in procuring consultant services is that its resources will be spent wisely.
2. We will:
  - a. Do no harm
  - b. Keep information private
  - c. Avoid conflicts of interest
  - d. Not go beyond our areas of expertise
  - e. Never create an atmosphere of "blame"
  - f. Do what we say we are going to do
  - g. Implement people initiatives early in the program
3. We are retained to professionally and successfully:
  - a. Provide specialized and technical advice.
  - b. Get a task done that requires skills/knowledge that currently aren't held by anyone in the organization.
  - c. Help make changes that require an independent view the knowledge of how to get it done.
  - d. Provide training on how to manage our systems.
  - e. Introduce new skills.
  - f. Define and quantify targets and objectives clearly.
  - g. Provide our clients a meaningful business advantage
4. That we can build a strong one-on-one relationship with each client. Ultimately, successful solutions depend not only on strategic thinking at the top of an organization but also the dedication and motivation of people who work at every level. Understanding their personal strengths, limits, and needs is a part of our approach.

## MARK 100, LLC

Complete Consulting for the Casino/Hospitality Industry

5. That by combining time-tested skills with new ways of defining opportunities and solving problems, we will help clients achieve extraordinary results
6. That Budgetary control is as much a moral consideration as it is a financial one.

**7. That no one knows everything, including us!**

8. That to improve budgetary performance an organization will gain from undergoing operational scrutiny by outside professionals rather than continuing to be limited to internal perspectives.
9. That we will adhere to major ethical principles, to ensure that we consult in a manner that is fair and equitable
10. That in the midst of the confusion and complexity that are typical at various times during organizational changes we will be calm and will set a professional example.
11. That when first establishing a relationship with our client's organization, we will make every effort to learn the culture, or personality, of the organization. The culture is reflected in a variety of values. Ethical behaviors should conform to the values of that culture.
12. That to a significant degree, the quality of a consulting project is dependent upon the trust (ethical) relationship between the consultant and the client. We will build upon this **collaborative** relationship to establish compatibility between client's and our values and styles.

**13. We believe we are among the very best at creating process improvements that are logical and that can be implemented with the least staff resistance.**

**MARK 100, LLC**

Complete Consulting for the Casino/Hospitality Industry

14. That there are always new and better ways of dealing with change.
15. That the assistance of consultants who have specialized knowledge and the capability for pushing your business forward is often needed. Your workforce will absorb the knowledge of the consultant, which will be an added advantage for dealing with future problem solving.

COPY

## **OPERATIONS AUDITS**

As a Financial Audit tests financial data and financial processes, a **MARK 100 Operations Audit** tests productivity data and operations processes. You need a Financial Audit to get an independent, expert opinion of your financial controls and practices. We suggest you correspondingly need an Operations Audit in order to get an independent, expert opinion of your operations' controls and practices.

It makes little sense to us that at the end of the fiscal year the finance department is charged with accounting for every dollar, but the operating departments can live in a world of variances with only limited "operational accountability".

## **IMPROVE THE WAY YOU DO BUSINESS.**

We help you evaluate job functions, management structures, reporting relationships, and organizational design. We also supply the tools that effectively forecast volume and staff. The result is a new business model that increases effectiveness and reduces costs.

## **Purpose of the Operational Audit**

The purpose of the audit is to examine your operating conditions as they currently exist within each division and department, identify clear cut opportunities for improvement, and to provide management with the facts to make logical operating decisions.

## **Findings and Conclusions**

We will present to you our findings and conclusions for each of the listed areas relative to forecasting (where applicable), scheduling, office tasks, purchasing-receiving-distribution-inventory controls, and finance and human resources procedures.

A **MARK 100 Operations Audit** will include quantitative observations and it will provide insights into the reasons your Managers, Department Heads, and Supervisors do business the way they do... their understanding and interpretation of corporate purpose and objectives – the who, what, where, when, how, and especially the **why** of the way they manage your business.

COPY

## **HOW WE DO WHAT WE DO**

We will generate and organize hard data to develop valid forecasting, workload, backlog and labor standards.

Your staff will have access to specialized creative thinking. They will learn some of our techniques and they will be an active part in the process of devising innovative approaches to operations problem solving.

We will provide tried-and-tested approaches to the defined problems.

**Change Management:** when warranted, we will make suggestions regarding changes to the organizational structure. Relatedly, we will make recommendations to revise the internal processes in order to maximize productivity, and subsequently to help you implement the recommended changes.

**Initiating Change:** we will act as a catalyst for stimulating ideas in an organization that otherwise might be resistant to change due to its size, bureaucracy, and institutionalized nature.

**Objective Review:** we will be impartial advisors without any stake in the outcome of the recommendations. Internal staff may not be able to see the problems or may not be sufficiently objective.

We will help your staff complete work that you otherwise simply could not do due to time or personnel constraints. We will utilize our process and best practices tools and techniques to help you solve problems that are proving difficult.



**Goals and objectives defined and tested:**

1. Forecasting – By week, by day, by hour – are current units of measure even valid?
2. Scheduling – The logical application of standards to forecasts, resulting in precise employee load-outs and schedules.
3. Productivity – Planned performance vs. actual.
4. Process flow – Bottlenecks, imbalances of capacities.
5. Reporting – Is it accurate and timely?
6. Reduced Costs/Budgetary Performance
  - Identification of potential methodology improvements
  - Insights - the WHY behind your middle managers' and supervisors' perception of your organization's purpose.
  - Quantification – the dollar value of documented analysis results and conclusions.

**We are experts in Process Flow and Labor Management**

**MARK 100** is experienced in observing operations, how and when to query Managers and Supervisors, and how not to be intrusive or disruptive.

We help clients make sound business decisions by developing an in-depth understanding of each company's dynamics and then defining the essence of the opportunity or problem involved. Once various facets of the situation are fully understood, we work with the client to explore options.

We can assist your agencies by developing logical, achievable and quantifiable standards to reduce labor, and to validly measure work input, throughput and output. We require no long-term contract and if, for any reason, either party elects to end the consulting project, reasonable 2 week exit strategies would be in place.

**MARK 100, LLC**

Complete Consulting for the Casino/Hospitality Industry

We can help. We can identify and quantify valid Key Volume Indicators, legitimate departmental Units of Measure...sounds simple but most organizations (even in the private sector) measure the wrong things in the wrong way, and then compound the managerial felony by applying invalid standards to these units in a misguided attempt to measure productivity. The custom standards we develop are by definition specific to each client. They are always logical, fair and achievable.

**Objectivity**

Retaining us will provide more than smart, timely advice on crucial business decisions. We will not be engaged in the day-to-day operations. This enables us to analyze business decisions from a position of greater objectivity. By working with us, you will receive third party, objective analysis of your situation. This perspective is critical for gaining organizational consensus around one course of action out of a sea of competing choices, and it helps assure you that you are following the best business strategy.

In addition to having specific professional knowledge, we will learn if any organizational policies could impact how we design the project. With the support of the client's senior executives, we will concentrate on getting buy-in from the targeted staff, and we then will operate within the scope and terms of the contract.

**Typical Project Phases:**

- a. Define the problem (opportunity) in greater detail than specified by the client
- b. Examine and quantify all potential causes
- c. Identify and select performance and Process Flow alternatives
- d. Develop an orderly plan to implement changes that incorporate the best alternatives. Typically, change priority targets include performance improvement, cost reduction, and customer service.
- e. Implement the plan
- f. Monitor and measure the plan's success

We are detail oriented; accuracy is important to us. We make decisions based upon data and valid information. Our organizational perspectives are structural. We focus upon:

- a. Goals and Objectives
- b. Roles and responsibilities
- c. Policies and Procedures
- d. Performance control mechanisms

Although our basic organizational perspective is structural, we do understand the value and necessity for other perspectives; human resources, political, symbolic, etc.

We are sensitive to the organization's diverse values and perspectives. We will encourage and explore them because they often lead to more successful problem solving. We will help the organization do what it already does, but better, and we will improve its ability to change and to grow.

**MARK 100, LLC**  
Complete Consulting for the Casino/Hospitality Industry

**Phases of a Collaborative Consulting Project:**

- a. Agreement; how we are going to work together.
- b. Discovery; the identification of data to be analyzed and the best sources and methods to collect it.
- c. Analysis
- d. Planning; identification of critical issues and the development of a change plan.
- e. Implementation of revised process flow.
- f. Continuous evaluation

**MARK 100's** process consultants have general business knowledge, and therefore can be used in most cases. We can be retained as an ongoing long-term solution to a task and, therefore, can be particularly useful for developing and changing your operations. With our experience working with other companies and other businesses, we will be able to relate your issues to those we have already experienced.

We always collect information through our own research such as direct observation, staff interviews, business reports and possibly even questionnaires.

**We have no political agenda or other obligations to bias the decision-making process. This allows us to take the sometimes unpopular, yet necessary steps for change.**

Permanent employees often have their own personal priorities. They are concerned with day-to-day office politics, enhancing their career, promotion prospects, etc. We can accommodate these priorities, while at the same time developing consensus for change.

Solutions to complex problems will emerge during the project as we work collaboratively with your staff.

MARK 100, LLC

Complete Consulting for the Casino/Hospitality Industry

**We will consider the project a success when the outcomes and results listed in the project agreement are achieved.**

COPY

## **HOW WE ARE DIFFERENT**

It is common for managers to encounter obstacles that make optimal performance difficult to achieve. As consultants, we can take on several roles during a project.

### **Professional advisor and counselor**

We are subject matter experts with an established body of knowledge and code of ethics.

### **Qualified resource**

We are a resource that management can draw upon as needed.

### **Change Catalysts**

In the process of solving problems, we will consider many means of effecting proper solutions and valid control systems.

We provide an 'economy of knowledge'. We have worked for many different businesses.

Operations analysis skills alone are not enough. We blend these skills with change management expertise, thereby delivering true value to an organization.

We will set clear deliverables and aggressive timelines.

Modern executives are becoming less akin to factory managers and more akin to movie producers. A core organization (the "studio" in the movie analogy) provides business and organizational skills, financing, and needed continuity, but there is flexibility in assembling the "talent" for a specific project. We orchestrate the highest quality business symphony.



The MARK 100 Management Index© is a proprietary quantitative analysis tool that relates ratios of Exempt to Non-Exempt (salaried to hourly) employees. It is a Management cold shower that measures how many people are employed to create and implement policy and to direct and supervise others relative to the number actually employed to deliver the company's goods and services.

### **Comparison of External and Internal Consultants**

#### **Aspects of Internal Consultants - External Consultants**

IC (Internal Consultant) - Focus of attention is on desired outcomes from the project, maintaining one's job and long-term relationships with other members

EC (External Consultant) - Focus of attention is on desired outcomes from the project, on retaining current and all clients, and short-term relationships with members

#### **Client's perception of consultant skills**

IC - As another member of the internal team with known roles, skills and performance

EC - As a specialist having strong expertise

#### **Source of credibility with client**

IC - From consultant's authority, known performance and quality of relationships

EC - From consultant's reputation (references) and apparent expertise

### **Biases of consultant**

IC - Influenced by the culture of the organization, and desires and personalities of other members

EC - Influenced by personal and professional background

### **Consultant's knowledge base**

IC - Already knows much about the organization,

EC - In addition to certain professional knowledge, has to learn about the organization "from scratch"

### **Client's perception of consultant**

IC - As a member of the organization who also might be part of the problem

EC - As an outsider, a "hired gun" who is not part of the problem

### **Client's acceptance of consultant**

IC - Depends on the top leadership's support of the project, consultant's authority and client's relationship with the consultant

EC - Depends on the top leadership's support of the project and the skills of the consultant to get buy-in from members

### **Influence of consultant**

IC - Depends on the top leadership's support of the project, consultant's authority and expertise, and client's relationship with the consultant

EC - Depends on the top leadership's support of the project, and on the consultant's interpersonal skills – the consultant has to learn about power and politics in the organization

### **Range of influence**

IC - Can often readily involve various resources throughout the organization

EC - Operates within the scope and terms of the contract with the client

### **Options outside the project**

IC - Cannot readily opt out of the project

EC - Can leave the project per any terms of the contract

Insights - the WHY behind your middle managers' and supervisors' perception of your corporate purpose

We consider sub-standard performance an opportunity, not a "problem". This simple viewpoint is a direct result of our experience and the degree to which we can enroll the organization's staff in achieving the project's success.

## **WHY USE AN OUTSIDE RESOURCE**

You may have asked yourself the following questions:

### **Why Should We Use a Business Consultant?**

Do you often think that you keep facing the same business issues over and over again and that you haven't been able to resolve them effectively? Why don't these things get resolved? You have this great vision for your business --- but you just haven't been able to bring it to life.

### **How Can This Be Happening?**

**Are we working harder and harder without seeing any increases in profits?**

### **How Can We Break Through?**

You've been thinking about problems; you've identified some new courses of action, but you admitted you just can't seem to get started.

### **Why should I pay a consultant for something I can do in-house?**

First, are you ***certain*** your staff can do the job? And, if so, can you and they afford to take the time required to do it properly, professionally? Think of it like working on your car: many people prefer to change their own oil, but very few want to rebuild their own transmission.

**Consultants are expensive. It may take longer, but won't I save money doing it in-house,?**

An independent professional can usually do a better job in a much shorter time. A project that might take the majority of your dedicated staff's time for two months could take the professional only one month. And, during that month, you would still be free to concentrate on other aspects of your business. If you are accurate in valuing your time, you'll usually find that the total cost of hiring a consultant is considerably less than doing the job in-house.

**Why do operators need to hire firms for consulting contracts? Don't operators generally have this expertise in-house?**

There's consulting and management. Management typically has operators and marketers in their roles. But you get three things when you bring in Consultants. Consultants don't focus on running a property. Consultants create skills and specific disciplines: operations management, guest service, and marketing. So consultants may have deeper expertise in one area than the general operators. You also get bandwidth. When you're the general manager or the head of marketing, you have a lot to do every day — you have a day job. Re-launching a marketing plan or redeveloping a staffing plan can take a lot of time that you may not have.

Consultants also a fresh set of eyes. They we give any operation a fresh perspective. Consultants may not be any smarter than their clients, but consultants haven't been looking at the same situation day in and day out, and can offer some fresh perspective.

**The principal task of any business consultant is to produce successful results for you, the client.**

**MARK 100, LLC**

Complete Consulting for the Casino/Hospitality Industry

If any of this sounds familiar, you could benefit from our services. **MARK 100** will act as a catalyst, accelerating the changes you need to make in order for your business to operate more productively. It is common for managers to run into obstacles that make optimal performance difficult to achieve. It is also common to put off making essential changes because you just think "things will get better".

**MARK 100 can help you "make things better".**

COPY



## **OUR BONA FIDES**

**American Golf Corporation - Corporate Offices**  
◦ Santa Monica, CA

**Isle of Capri Casinos, Inc.**

- Biloxi, MS
- Vicksburg, MS
- Tunica, MS
- Bossier City, LA
- Lake Charles, LA
- Black Hawk, CO
- Pompano, FL

**Barden Gaming (Fitzgeralds Casinos)**

- Las Vegas, NV
- Black Hawk, CO
- Tunica, MS

**Penn National Gaming**

**Boomtown Biloxi**

- Biloxi, MS

**Black Gold Casino at Zia Park**

- Hobbs, NM

**Argosy's Empress Casino**

- Joliet, IL

**Jackson Rancheria Casino, Hotel, and Conference Center**

- Jackson, CA

**Shooting Star Casino, Hotel, and Event Center**

- Mahnommen, MN

**Coushatta Casino Resort**

- Kinder, LA

**MARK 100, LLC**

Complete Consulting for the Casino/Hospitality Industry

*References:*

**Rich Hoffman**  
**General Manager and Tribal Administrator**  
**Jackson Rancheria Band of Miwuk Indians**  
**Jackson, CA**  
**209-223-8232**

**Conrad Granito**  
**General Manager**  
**Coushatta Casino Resort**  
**Kinder, LA**  
**337-738-7221**

**Bob Little**  
**Regional Vice President**  
**Columbia-Sussex**  
**Crestview Hills, KY**  
**856-649-9928**

**Larry Kindseth**  
**Chief Financial Officer**  
**Shooting Star Casino, Hotel, and Event Center**  
**Mahnomen, MN**  
**218-935-2711**

**MARK 100, LLC**

Complete Consulting for the Casino/Hospitality Industry

**Testimonials**

"The recommendations that we received from **MARK 100** allowed us to save a considerable amount of money as well as improve our overall customer service." **Tyrone Huff, (former Chief Financial Officer for Jackson Rancheria Casino, Hotel, and Conference Center, Jackson, CA) currently CFO for Casino Snoqualmie, Snoqualmie, WA**

"I will never forget how hard it was to control cost with the two boats and the cruising mandate and how **MARK 100** managed to simplify the process, making it possible for us to cut payroll cost by a very large margin without having to sacrifice service." – **Bob Little, (former General Manager, Isle of Capri Casinos, Lake Charles, LA) currently Regional Vice President for Columbia-Sussex, Crestview Hills, KY**

"**MARK 100** was able to identify several areas that needed attention. These areas included staffing and scheduling. With **MARK 100's** help I was able to reduce operating and employee costs by effectively scheduling. I was able to reduce the number of FTE's and still provide the type of customer service Belterra is known for." **Richard Usowski, former Director of Security for Belterra Casino/Resort, Belterra, IN**

"**MARK 100** provided American Golf with the expertise, techniques and tools necessary to quickly attack our labor savings opportunity." **Executives of American Golf Corporation (the world's largest golf course management company), Santa Monica, CA**

**MARK 100, LLC**  
Complete Consulting for the Casino/Hospitality Industry

**CONTACT INFORMATION**

**MARK 100, LLC**

**Rob Coyne  
President  
#58 Able's Run  
Absecon, NJ 08201-3000**

**Phone: 609-214-8960**

**Fax: 609-569-0008**

**e-mail: Rob@MARK-100.com**

**on the web: www.MARK-100.com**